

# CONNECTICUT INDUSTRY

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**Audits, Examinations and Special Investigations for Credit, Financing and General Purposes.**

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## *A Word of Explanation to New Friends*

THE Manufacturers Association of Connecticut is a voluntary service organization made up of approximately 800 of the representative industries of Connecticut, which in turn employ approximately 225,000 workers and represent invested capital of over \$692,000,000.



The Association was incorporated in 1910 and has for its object the advancement of the interest and welfare of its manufacturers and of the State of Connecticut as a whole. It serves its members in all matters in which they have a common or an individual interest. It speaks for them before Congress, at the State Legislature, before the Interstate Commerce Commission, or wherever united representation is required. Through the medium of *Connecticut Industry* and a special bulletin service, it keeps members advised of matters of importance, whether this be in the field of human relations, federal or state taxation, coal or commodity rates, transportation, research, power, or any one of the hundred other subjects in which the manufacturer of today is keenly interested. Under the direction of its Board of Directors and its committees, composed of industrial leaders who give generously of their time to Association affairs, it is guided in the difficult problems which beset industry at every step and the ultimate and satisfactory solutions of which are so vitally important in a state as highly industrialized as is Connecticut. Over seventy prominent industrialists, each an expert in his field, serve upon these committees, giving the benefit of their wide experience to the membership at large, and in this self-sacrificing interest lies the organization's greatest strength.



It is the aim of the Association to be constructive and progressive and to help make Connecticut the best state in the Union industrially and every other way. In addition to serving its members, the information which it compiles on numerous matters of general public interest is available for the use of the state and for outside research organizations.

# Traditional reliability

Modern business demands dependable as well as economical transportation. In this day of current buying, low inventories and quick turnover, markets must be watched closely. Your transportation must be frequent, swift. Goods must arrive when promised — on schedule and in perfect condition.

You may rely on the American-Hawaiian Steamship Company to carry your products efficiently and on schedule time. The reliability of the Panama Canal Line has, for many years, been a tradition in the Coast-to-Coast trade. Seventeen vessels sail regularly, East and West, at four day intervals — four vessels at three day intervals.

The Panama Canal Line is constantly meeting present day Coast-to-Coast needs.

Twenty-three steamers and motorships comprise the American-Hawaiian fleet operating between Pacific Coast and eastern ports,



New York, Philadelphia, Boston and Charleston. Having transshipment connections with lines to all ports in Australasia and the Far East, this fleet provides the finest and most frequent service in the Coast-to-Coast trade.

## AMERICAN-HAWAIIAN STEAMSHIP COMPANY

*"Coast-to-Coast Since 1855"*

# New London and the Trans-Atlantic Service

*The American Brown Boveri Corporation Proposes Establishment of Four-Day Passenger Line From the States to Europe*

THE announcement by the American Brown Boveri Electric Corporation of its proposal to establish a fast trans-Atlantic service between the United States and England and France has aroused great interest and enthusiasm in the possibility of New London becoming the western terminus. The company is sponsoring a plan to operate a daily passenger mail and express line of ten 20,000 ton liners capable of making the trip to England in 96 hours or to Havre in 101 hours, from a western terminus at either New London or Montauk Point.

C. L. Bardo, formerly of the New York, New Haven and Hartford Railroad and now with the American Brown Boveri Company, together with L. W. Wilder, chairman of the shipbuilding division of that company, acted as the company's agents in making the first announcements and in attending meetings held in Connecticut with state officials.

It is estimated that the cost of putting such a service into operation would be about \$150,000,000 and a loan from the construction fund of the United States Shipping Board will be sought to finance it.

The type of boat which the company expects to build is not experimental but is similar to the Government's own newest airplane carrier, Saratoga. This vessel, which is the largest ever built in America, is 888 feet long and able to

carry seventy-two planes below its decks. The upper construction is on an entirely new principle which leaves practically all of the entire top deck space free for the landing of planes. The operation of vessels of this type, capable of very high speed for passenger, express and mail service, yet affording at the same time airplane landing space and adaptable to emergency transport or airplane carrier service in time of war, is felt to be a very important step towards a "productive Navy."

Answering the criticism that the operation of such liners could not be carried on at a profit unless a fare

was charged far above the usual trans-Atlantic rate, Mr. Wilder has said: "Inasmuch as we shall realize a saving of 50% in fuel cost and the steamships will require one-third the operating personnel of the present-day liners — these two items, together with other important factors, will enable us to carry first-class trans-



*Loading Autos and Cargo for New Zealand and Australia at the New London Pier*



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*Loading Autos and Cargo for New Zealand and Australia at the New London Pier*



*22,500 Tons of Flour Being Unloaded and Re-loaded on Smaller Vessels, During the War, at New London*

Atlantic passengers at a rate which is only slightly higher than that of the present trans-Atlantic steamship companies. Not only that, but we shall be able to operate at a profit."

Discussing the possibility of airplane transportation between Europe and America offering competition which the four-day line could not meet and particularly the fact that aeronautical engineers have said that passengers could be carried by easy stages, Mr. Wilder said: "This is quite true and quite a practical idea. But where are the landing stages? It has been suggested by many people that landing stages be moored at intervals all the way across the ocean. Undoubtedly some such plan as that is the answer but think of the cost of maintaining stationary landing stages to take care of the relatively small number of planes which would be in operation. On the other hand, the fact that our schedule of daily sail-

ings will mean that nine boats will be on the ocean at all times, always in a direct line from New London to a point on the European continent, the landing

stages for commercial use will be automatically supplied. At the worst, when the boats, on schedule, are passing each other, the distance from boat to boat would not exceed 800 miles. When the ships are strung out at even distances, the jumps would be cut to 400 miles. The question of cost would at once be eliminated, for the ships operating on the revenue from passenger, mail and express freight traffic will require no additional funds for the handling of airplane service. Is this not the answer to the question of flying across the Atlantic in easy stages?"

The desirability of New London as a port for a regular trans-

Atlantic service has long been recognized and it was as a result of the long fight made by far-

(Continued on page 19)



*Looking Down the State Pier from the Water Tower. The Pier is 1,000 Feet Long*



## New Publications

**POSTPONING Strikes**, by Ben M. Selekman. Russel Sage Foundation. A second study of the Canadian plan for preventing strikes, known as the Industrial Disputes Investigation Act, which has now been in operation in Canada for twenty years. In 1916, when the Act had been in operation nine years, Mr. Selekman conducted an inquiry, the results of which were then published by the Foundation. The present book gives the experience of later years.

**Statistical Abstract for 1926**. This is the official government handbook of statistics and contains data on every phase of American economic life, including manufacturing, agriculture, foreign commerce, transportation, mining, education, immigration, prices and so on *ad infinitum*. Superintendent of Documents, \$1.

**Foreign Commerce and Navigation of the United States**. (Volume I) Bureau of Foreign and Domestic Commerce. Import and export value of United States trade. Superintendent of Documents, \$1.75.

**Functions of the Credit Manager**. Policyholders' Service Bureau of the Metropolitan Life Insurance Company. Copies on request of Association.

**Industrial Group Insurance**. National Industrial Conference Board. A valuable study of all phases of the problem, including the experiences of 618 companies.

**Federal and State Laws Relating to Weights and Measures**, Bureau of Standards, Miscellaneous Publications No. 20. Includes the laws of the states, territories, insular possessions and of the Federal Government for marketing containers of all sorts, inspection of weights and measures, standards and units of weights and measures, etc. Send \$2.30 to the Superintendent of Documents, Washington, D. C.

**Government Pamphlets**: The following, with the exception of No. 1 and No. 6, which are 20¢ and 15¢ respectively, may be secured from the Superintendent of Documents for 10¢.

1. **Commercial Survey of the Philippine Islands**. Compiled by American Trade Commissioner O. M. Butler, formerly stationed at Manila. Ask for Trade Promotion Service No. 52.

2. **Electrical Development and Guide to Marketing of Electrical Equipment in Peru**. Valuable for exporters of electrical goods.

3. **Electrical Development in Columbia and**

**Venezuela**. A survey intended to help American exporters and based on reports from government representatives stationed in these countries.

4. **Advertising Automotive Products in Latin America**.

5. **Markets of the Netherlands East Indies**. In 1925 the Netherlands East Indies bought American goods valued at \$21,460,000 and exported \$101,000,000 worth to this country.

6. **Directory of Commercial Testing and College Research Laboratories**. Bureau of Standards.

7. **India as a Market for Electrical Equipment**. What the possibilities are for America to get Indian business through the growing tendency to adopt American engineering methods.

## Union Membership Declining

**TRADE** unionism in the United States declined 13.6 per cent between 1920 and 1927, according to the National Industrial Conference Board, with the metal lines showing the greatest membership loss, 67.4 per cent. The complete table follows:

	1920	1927	Per Cent	
			Loss	Gain
Transportation	1,256,100	1,150,154	8.4	
Building	887,900	1,029,825		15.9
Mining	417,700	525,200		25.7
Metal Lines	858,800	279,605	67.4	
Clothing	362,400	362,000	.1	
Public Service	161,400	266,431		65.
All others	1,165,500	800,308	31.3	

*A knocker gets only sore knuckles.*

**T**HE season's greetings to you friends, whoever you may be, who see this little message that we send in *Industry*. We could wish you peace and happiness and possession of great wealth, or a mound of other wishes with an extra one for health. But someone found a better way to say these things we feel; it's simple and it's earnest, and it's very, very real—we wish you **Merry Christmas**.

## Mailing Costs

IN the September issue of *The Envelope Industry*, James S. Wiley, writing about postal rates, gives some very interesting figures on the increased cost of mailing third class mail matter, in which manufacturers will be interested. On June 30, 1926, at the close of the first full fiscal year following the enactment of the 50% increase, third class mail lost in volume 942,920,337 pieces, or more than 3,000,000 pieces for every working day. Parcel Post records show that while 1,209,577,285 pieces represented an estimate for the year, that actually only 772,106,740 pieces were carried. The significance of this is more apparent in this statement of Mr. Wiley's: "In the year 1923, with the volume then in the mail, the average cost per piece on first class matter was 2.06495 cents; in 1926, with the increased rates and the lower volume, it had risen to 2.10442 cents. Third class in 1923 was 1.17087 cents, and in 1926 it had risen to 1.74618 cents. Fourth Class or Parcel Post in 1923 was 12.04754 cents; in 1926 it had risen to 18.71063 cents."

Mr. Wiley reminds us, also, of something

which the Government is perhaps prone to forget: "*The American mail system is the greatest selling force in the world. It is the backbone of the most prosperous nation in the world. It was not built to make money. It was built as an inexpensive, quick and reliable means of communication between the people of the nation to bring prosperity to the country. It was intended to be and is a Governmental aid in the conduct of American business.*"

Various proposals are now receiving consideration at Washington for the lowering of rates, one of which, according to the National Council of Business Mail Users, which is asking for an expression of opinion on this, is a pound rate for third class matter. This would probably apply to mailings of twenty pounds or more and under special restrictions as to packaging, marking, etc., with a suggested rate of either 12¢ or 10¢ a pound, and a minimum per piece of 1¢. The Council has already, at the last session of Congress, advocated the return to the 1924 basis of 1¢ for two ounces and this change was incorporated in the Senate bill at the last session.



HARRIS WHITTEMORE  
1865-1927

President of the Eastern Malleable Iron Company, Naugatuck  
Director of the Manufacturers Association of Connecticut

# Manufacturing As a Profession

By HOWELL CHENEY,

*Cheney Brothers, South Manchester*

*Special permission to reprint this article by Mr. Cheney was secured from the Yale Review, in the columns of which it originally appeared*

AN ever-broadening field of knowledge has increased the number of professions, once confined by common consent to law, theology, and teaching. Of necessity, new occupations have been freely admitted to professional standing. None the less, the term "profession" still suffers from too narrow an interpretation. The essential requirement of a profession is that it has a faith to affirm which is nurtured by a recognized body of knowledge and experience. When one is engaged in a calling which has acquired both social usefulness and intellectual distinction, then one may be said to have a profession. Whether one will succeed in it is, of course, another matter. Success must depend not only upon the individual's special fitness for his work, but also upon the conviction with which he undertakes it. With these essentials in mind, I wish to plead for a recognition of manufacturing as a profession.

What faith can the manufacturer offer or profess? He works in the conviction that his job is no less than to organize the productive energies of the world so that each individual engaged therein is enabled to make that maxi-



HOWELL CHENEY

mum contribution to the common good that his peculiar abilities may qualify him to achieve. The field of his influence is not bounded by the walls of his shop or the number of his employees. He is a part of the nerves and brain of the power to labor and create that is slowly but inevitably raising the standard of human happiness by expanding man's productive capacity. Every real contribution that he makes towards that end becomes ultimately a contribution to the effectiveness of every worker without regard to his occupation or location. The contribution knows no limit such as is commonly assumed of material means. Its tools may be physical, mechanical, or chemical agencies, but its driving power is directed

towards human energies. It concerns itself primarily with the organization of human energy, and secondarily with the application of that energy by individuals to various tools or machines.

It is popularly supposed that manufacturing deals with masses, whereas its success, as those who are engaged in it know, is largely dependent upon the establishment of points of contact with individuals. It seeks by every pos-

sible means to promote the individual, to train and develop his faculties of application to the job. Hence manufacturing should be primarily a problem of education. The manager of a factory has come to depend more upon the training of his employees as he has realized that to take skilled labor from his neighbors may excite reprisals that are apt to result in a circle of constantly increasing wages. Two other factors have also played a part in bringing about this point of view: the immigration laws, which have lessened the foreign supply of skilled labor; and prosperity and academic education, which reduced to the disappearing point the natural sources of the domestic supply of manual labor. The only remaining way then for him to secure the necessary skilled classes of labor is to train them in his own plant.

To do so successfully, the manufacturer must not only understand the technical principles underlying vocational education, but he must also have a clear knowledge of the educational process as a whole. He should learn how it analyzes its materials, the best methods by which the human mind assimilates its materials after they have been properly analyzed and classified, and the way in which the mind is trained to apply this knowledge to the practical tasks in hand. Then the manufacturer must learn how to test these processes of assimilation, particularly how to repeat them in training others as teachers, because there is a vast difference between the natural ability to work skilfully and the ability to communicate that skill to someone else.

We are apt to think that the genius of a manufacturer lies in his capacity to organize, and it does; but the fascination of the job lies in the many aspects and interests with which the organization is concerned. I have mentioned education as a fundamental problem. Logically, the ability properly to select employees comes first. This selection has developed into both a science and an art in itself. The application of psychology to selection has made very definite progress in the last ten years, and is now only on the threshold of its usefulness. But to apply the principles of psychology successfully we must visualize quite clearly the mental and physical qualities which each class of job requires. Here there is an interesting field for development, not only in the science of mental and physical measurements, but in the art of interpreting these measurements in individual cases. Nothing is now surer than that we cannot reduce any individ-

ual's potentialities to a mathematical formula.

The technique controlling the physical examination of applicants has been more definitely standardized, but will have to be constantly restudied with a view to adapting it to the changing demands or requirements of industry itself. However, we know little clearly as yet of the nature of the strains and fatigues of different jobs as they affect different individuals. The subject of occupational disease is likewise in its infancy, although much has been learned about the effects of certain chemicals, such as sulphur, lead, and certain poisonous gases.

The organization of an employment policy in a factory must also include effective means for studying past experience and keeping constantly posted as to its development. Up to the present, we have probably spent more time in recording past failures than in seeking to protect ourselves against their recurrence.

But after a worker has been selected and trained, how is he to be maintained so that he will progress normally to the highest point he is capable of attaining? How, at the same time, are the various jobs upon which he is employed to be maintained at their highest effectiveness? How are all the jobs and processes to be kept in balance with one another, and all supplied with the materials they require just when they require them, in order that all the capital and machinery of the plant may be constantly employed? These questions suggest the outline of what constitutes "scientific management." This comprises the ever-changing and complicated problem of determining wages and of setting comparative wage scales; of analyzing jobs into their several motions and factors and of "time-studying" each factor; and of fixing proper piece rates; of the selecting and routing of materials; of promising orders in accordance with the schedules set and of constantly checking these schedules to keep them up to time; and finally of controlling and directing a system devoted to the elimination of idle expense and unnecessary overhead.

I have attempted to give only the objectives which in combination make up the science of mill management. This science, however, has involved in it all the aspects of an art in its adjustment to individuals. Like that of most sciences, its fruition depends upon the success with which it is translated into human activity. This translation is an art requiring the utmost patience, endurance, and vision, so directed as to draw conflicting temperaments and



minds into a workable whole. To the uninitiated, the mill seems but a problem of mechanics, and the workers automaton. To the skilled manager, however, the mill is an ever-shifting canvas, on which the lights and shadows of no two days are the same. His problem is to bring the different groups, men of many minds, who are laboring competitively upon similar tasks, into such individual relationships that each one will contribute of his best. In the eyes of the laborer, the problem is to discover how he can best progress without coming into conflict with his neighbor as to quantity, or the management as to quality. Mastery over the human problem in industry can best be learned by being a part of it. No college course, however thorough or broad, would in itself prepare a man to deal intelligently and sympathetically either with the labor problem at large, or with the true approach to it through individual laborers. This knowledge can only be acquired, I believe, through an actual experience, of some considerable extent, of working with working men and on their tasks. The mill manager who has not been through the mill has missed a background which no amount of theoretical training can ever give him.

This is not to suggest that the future manufacturer will not require a college education. He will. Not only will the college man have a more exact and orderly mind than the non-college man, but he will know how to use it. Not only will he have a broader point of view, but his point of view will be more resourceful in that it will go back to many more sources of judgment. Not only should he see more effective points of contact, but he should be able to express them far more effectively. If the manufacturer is to devote himself to the organizing of human energies through individuals, he must know human nature by actual contact—but he must also know it through the eyes of history, literature, science, and art,

if he is to have the necessary sense of proportion. A trained mind, conscientiously directed, corrected by a wide knowledge of human relationships, is essential to any man who is to supervise the productive abilities of great bodies of men.

The more important and possibly higher features of the manufacturer's job are oftener, however, in the general eye than those that I have mentioned up to this point. The public thinks of him first as a master of mechanical

and technical processes. He must be either that or he must have the ability to appraise the value of the work of mechanical and technical experts. He must constantly strive for improvements in processes and machinery if he is to keep up his position in the race against high unit costs which go with high wages unless offset by new inventions. These inventions are rarely concerned with the discovery of new principles, but more often relate to readjustments or refinements in old processes. Sometimes the saving of a fraction of a cent in a unit cost will run into large sums when multiplied by a

## ANNUAL MEETING NUMBER

The next issue of *Connecticut Industry* will be devoted to a full report of the Annual Meeting and Banquet just held at Bristol, and there will be no other report published.

whole year's turnover.

Even the mechanical problems are never static. As a rule, the latest machine of today will be obsolete ten years hence. Even in a textile industry which has been in process of development for over two thousand years, there are few machines twenty years old, and fewer processes that are carried through in the same way as they were even ten years ago.

The aspects of a manufacturer's work that are most in the public eye are his financial problems. These concern themselves not only with the questions of credits, loans, and banking, but with the highly technical subjects of general accounting and cost accounting, of insurance, transportation, taxation, and mill construction and maintenance. Here again the future leader may not be a specialist in all these subjects, but he must be able to pass

upon the work of specialists and determine wisely its applicability to his financial problems.

Finally, the manufacturer must be a student of sales policies if he would not have the salesman absorb all of his profits. He is constantly reminded that when the public passes upon his goods it is quite careless and even oblivious of cost accounts. His task is not ended when his goods reach the warehouse. In a sense it has only begun. The problem of merchandising is going to become more and more in the future the direct anxiety of the manufacturer as competition cuts out the middleman. One might almost say that the day is in sight when the manufacturer must be first a merchant, and second a fabricator. And if he is manufacturing an article of general consumption, he must be in close touch with foreign markets as well as our own; he must know how to choose salesmen and how to plan selling policies, and carry through a sales campaign which is adapted to his own peculiar product and mill conditions. He will have to pass upon the whole art of advertising, and know what is the proper method and the best medium for reaching his public. If his product is to have an artistic value, the temperament of the artist should be added to his trials and joys. If the article depends on woman's favor—alas! who can reckon the trials he is undertaking?

I have attempted to present the profession of the manufacturer in a light sufficiently convincing to show what it affirms or stands for. If this calling covers the whole field of the productive energies of mankind, and if it involves the processes of wise selection, of exact education, of careful and exacting maintenance, of sanitary science and hygiene, of skilled finance, of imaginative design, and finally of skillful merchandising, there can be no doubt that manufacturing has a right to claim the title of a profession, and that the tools of its execution require the broadest kind of vision as well as application. As a profession, therefore, manufacturing may take its place beside the older professions, upon which it is in a sense dependent for its proper development.

So much, then, for our professions. Alas, they sometimes measure comparatively little in actual achievements, for clearly we realize that the title of professor has come into disrepute largely because of the disparity between profession and accomplishment.

When, therefore, we enter the field of accomplishment, we require that the true profession must be based upon a recognized body of knowledge and experience. What is this

generally recognized body of knowledge which the profession of manufacturing depends upon, and through what experience can it be most wisely exercised?

Manufacturing has generally been thought of as dealing with only the mechanical, chemical, and physical problems; and in its higher branches we have been perfectly ready to admit that it dealt with the problems of a professional engineer. Consequently, our colleges have developed postgraduate courses in mechanical, chemical, electrical, and metallurgical engineering, which have been fed by undergraduate courses of similar intent. The curricula of these courses are now pretty well standardized. While there will always be a dispute as to details and as to the proper proportion that the essential subjects shall have to the whole and to one another, nevertheless there is no doubt but that the field is wide enough to require about six years of exhaustive study. In the engineering fields, therefore, the professional content is admitted.

I am more particularly interested in the broader fields in which the basis for undergraduate and postgraduate study is not yet standardized, and in which many courses are being gradually built up. In this general field, I would insist, first, that a broad cultural education is not only advisable, but necessary. There is no short cut to the knowledge of human nature, and no technical course of study will secure a mastery of it. That can only come through contact at some stage in our education with humanity at work, as well as at rest and at play.

The undergraduate college course that would best develop a man for this field should comprise the subjects that are most generally included now within those courses that lead to the degree of the arts and humanities. It should comprise certainly an elementary knowledge of the physical sciences and higher mathematics; a knowledge of one or two modern languages is also essential. To this should be added the traditional basis of a thorough grounding in English literature, the classics or classical civilization, as well as ancient and modern history, economics, psychology, and philosophy. The peculiar abilities of the boy may vary these basic subjects somewhat, but the intent is to lay a broad foundation out of which the sense of both proportion and vision may develop, rather than to give him the technical knowledge upon which his future success is in some measure dependent. On this foundation, plus that of experience, we can most safely develop the future profession of "Ad-

ministrative Engineering," as it is called at Yale, or of "Business Administration," as it is called at Harvard. But between the undergraduate courses and the professional school, or post-graduate course, I should like to see one to two years of actual experience intervene. I believe that this is necessary for two reasons. First, that the boy may test his own capacity in view of the demands that are going to be made upon him; and second, that he may visualize more clearly, in view of these tests, the subjects that he is to study.

These professional schools of administration or management are still in process of development, and it may be some years before they have entirely justified themselves. In the meantime, boys seeking managerial positions will have to get their training in the industries and rise out of the ranks. Many manufacturers who have put themselves through the broadest experience will insist that this is the only effective school. In the same way, doctors and lawyers were for many generations trained as apprentices to practitioners. But this method inevitably disappeared when the body of scientific and scholarly knowledge became too great for any one man to master, much less to transmit by instruction. The same condition will become true in manufacturing.

Harvard is attempting to develop its professional school of Business Administration on the "case theory"; that is, to send its students out to prepare themselves through the investigation of, or research in, specific industrial and business problems. This may succeed if the student has sufficient maturity to know a problem when he sees it, the way to approach it, and how to judge of the truth or error of the applications he is studying. My feeling is that he will flounder around for a good part of his course before he finds himself, particularly if he has had no actual experience in either business or industry.

A wise balance between instruction in principles and their applications to particular researches may be the best solution of the post-graduate training. This postgraduate training will concern itself with the many problems of applied psychology, including those devoted to the selection of employees; of education, particularly its application to various plans of vocational training; of community and factory hygiene and sanitation; of the broad problems of financing and banking, including those relating to foreign exchange and international trade; of economics, taxation, insurance, transportation, and commerce; of applied design in its broadest field; and finally of the whole problem

of merchandising and salesmanship. The enumeration of these fields furnishes an argument sufficiently convincing to show that it forms a legitimate and comprehensive basis for professional study of a high grade. In fact, one is rather embarrassed to limit it so that it may not fly off into too vague theories and indefiniteness, with respect both to subject matter and treatment.

When the student has completed this professional course of study, he would be immensely benefited by a year of experience at home and abroad, which will give him opportunities of witnessing, from the inside and under quite radically different conditions, the administration and development of different industries.

Finally the profession, if it be one, must be considered in the light of a third and crucial test — can its pursuit be inspired by a desire to serve one's fellow men?

It might be urged that it is impossible to judge or measure the intent with which a profession is followed. By and large, however, we can judge of the general direction a man's life takes, and of his controlling motives. The particular instances in which one or the other motive comes to the top are not important. His fellow men come to balance fairly accurately his account and to judge, with some margin of error, of the value and quality of his contribution, whether he be a minister, an artist, a laborer, or a tramp.

Is there behind the manufacturer's calling a real intent which makes his tools the handmaiden of his brains and his purpose? I certainly believe there is, and that this intent has been widening quite as much as the fields of knowledge and their application to industry have broadened. Perhaps too few have seen the vision, because its boundaries, and consequently its opportunities, have been expanding so rapidly.

Failures of manufacturers are possibly greater than are those of other callings. They possess more power over the material well-being of a greater number of human lives, and they at times abuse this power with injury to human lives. In the past they have received far greater material rewards and profits. To those in the other professions such material rewards seem out of proportion to the abilities and to the intellectual and spiritual energies employed. But here again the possession of these powers and rewards is more a question of degree than principle. In the proportion

*(Continued on page 20)*





Fairchild Aerial Surveys, Inc.

## AERIAL VIEW OF THE BULLARD MACHINE TOOL COMPANY, BRIDGEPORT

*This factory is considered, by a prominent foreign engineer who is an authority on plant layout, to be an outstanding example of scientific arrangement. The buildings are so planned that there is an uninterrupted flow of goods from the start of the processing in the main building at the right, through to the shipping department at the rear, on the main line of the railroad. Service departments and preliminary processing are housed in other buildings which are so situated as to require the minimum in time and labor for handling goods. The offices are in the immediate foreground. This is the eleventh of such views appearing in Connecticut Industry.*

## Industrial News Around the State

### NEW \$1,000,000 UTILITY

The Naugatuck Valley Coke Corporation of Waterbury, capital \$1,000,000, has been formed by Walter B. Lashar of Bridgeport, Alfred A. Hall of Waterbury and David S. Day of Bridgeport. The company is authorized to deal in coke, tar, oil and other by-products and also to engage in manufacturing.

At the present time a combination oil and gas burner is being manufactured by Andrew C. Hall Inc. of Waterbury, a subsidiary of the American Chain Company of which Mr. Lashar is president, and it is expected that the new company will handle this burner.

### INDUSTRIAL HOUSING IN HARTFORD

The Liberty Street Realty Corporation of Hartford, organized in 1910 by prominent industrialists of that city, has begun the development of a tract of 140 acres for factory workers' homes. The property was purchased in 1910, because of its nearness to the industrial section, and plans were made for the erection of houses. The war changed all these plans and, with the exception of some work carried on along the Park River, the property has remained undeveloped. The present plans call for subdividing the tract into 500 lots, allowing factory workers special prices and



terms. About 40,000 employees of firms in the vicinity of the new tract now live in East Hartford and other suburbs, and the owners hope that the new development will remove the necessity of employees living outside the city.

The officers of the Liberty Street Realty Corporation are Clarence E. Whitney, Whitney Manufacturing Company, president; Charles B. Cook, Royal Typewriter Company, vice-president, and Mitchell S. Little, Little Manufacturing Company, secretary.

#### **FASTENER COMPANY BUYS PROPERTY**

The Waterbury Fastener Company has purchased buildings located at the rear of its manufacturing plant, formerly occupied by the American Knife & Shear Company and owned by Clark Brothers Cutlery Company. The property, which has not been in use for several years, will be used to augment the present manufacturing facilities of the Fastener Company.

#### **NEW OWNERS FOR PIN FACTORY**

The pin-making business of George E. Alling & Sons of Winsted has been sold to the Star Pin Company of Derby which recently purchased the New England Pin Company of Winsted. Mr. Alling and his two sons will continue in the manufacture of brass cuphooks.

#### **REMINGTON TYPEWRITER ENLARGES**

The Remington Typewriter Company of Bridgeport is building a new addition to its plant. This will contain, when completed, about 140,000 square feet of floor space and the new building itself is four stories high and of concrete construction, brick faced.

#### **NEW LACE COMPANY IN MIDDLETOWN**

The Colonial Lace Company of Middletown has been newly organized to take over the business of the former Wilcox Lace Company of that city. The Wilcox Company failed and was purchased by James H. Porteus, as members were notified in the October number of *Connecticut Industry*.

#### **JOINS BRIDGEPORT HARDWARE**

Carl W. Priesing of Mount Vernon, New York, on December 1, 1927, takes up the duties of Sales Manager for the Bridgeport Hardware Manufacturing Corporation.

#### **UTILITIES MERGE**

Announcement has been made of the proposed merging of the Middletown Gas Light Company and the Plainville Electric Company with the Connecticut Light & Power Company.

Service of the Middletown Gas Company is at the present time confined to Middletown alone and the Plainville Electric Company serves Bristol, Plainville, Plymouth, Burlington and Southington.

#### **COMING TO CONNECTICUT**

The Chromium Process Company, a newly organized concern, will shortly begin operations in Derby, occupying the old Maxim Munitions plant on Housatonic Avenue, now owned by the Sponge Rubber Products Corporation. Chromium is a new electro-plate which gives a platinum-life finish of great durability.

#### **SOUTHINGTON CONCERN BUILDS**

The Tubular Products Company of Southington has recently completed a large factory building to take care of increased production facilities needed in the manufacture of a new product it is marketing, known as the Ashagon Ashless Smokerstands.

#### **CONNECTICUT MADE FIRST AIRPLANE COTTON FABRICS**

The action of the National Association of Cotton Manufacturers in awarding medals to William B. MacColl, its president, and to E. D. Walen of the Pacific Mills of Lawrence for services rendered the cotton industry brings to mind the important part played by the Ponemah Mills of Taftville, Connecticut, and Frank E. Ricketson of that company, in developing airplane fabrics during the war. In making the presentation of the medals, Sidney B. Paine, chairman of the committee in charge of this, stated that when the United States entered the World War in 1917 suitable airplane cloths presented a serious problem. Supplies of flax—linen having been used before—were scarce, and in some instances the linen fabric could not stand the wear of high-motored airplanes. The problem was referred to Mr. Walen, then a member of the Bureau of Standards.

"Mr. Walen was not discouraged by the seemingly well-founded opposition to the use of cotton for that purpose. He at once commenced a thorough investigation of the requirements and, satisfying himself that with a proper construction of cloth, cotton could be used, he enlisted the support and cooperation of some of our members in its manufacture.

"In August, 1917, under the supervision of Frank E. Ricketson, cotton cloth based on specifications devised by this young man was first successfully made into a flying fabric at the Ponemah Mills, Taftville, Connecticut. Albert L. Pierce, Charles M. Holmes and John

L. Burton, all of New Bedford, and John Skinner, of Northampton, also cooperated in the development. This fabric proved so satisfactory that it was adopted as standard by the United States Government and four million yards were sold to one of the Allies."

#### THREE MILLION DOLLAR CONTRACT FOR PRATT AND WHITNEY AIRCRAFT

The Pratt and Whitney Aircraft Company of Hartford has been awarded contracts by the Navy Department aggregating \$3,147,323 for the construction of 346 airplane engines, delivery to begin in March.

The engines, which are nine-cylinder and air cooled, will be used to replace engines now installed in planes and will also be used in planes now being constructed under the five year aviation program.

At the present time the plant is producing on other contracts 25 engines a month and this production the company expects to increase.

#### DUNHAM MILLS BRANCH PLANTS SOLD

The Dunham Mills of Hartford have sold their woolen mill at Poquonock to Dworkin, Inc. of Hartford, manufacturers of upholstered furniture. The property consists of a five story building containing 100,000 square feet of factory space and ten other buildings, located on the Farmington River. The Dworkin Company is at the present time occupying the former Johns-Pratt factory, but is said to need room for expansion.

The worsted mill division of the Dunham Mills, also at Poquonock, was sold earlier in the year to the Uxbridge Worsted Company of Uxbridge, Massachusetts, and is now being operated by the latter company for the manufacture of worsted yarn.

#### TOLLAND COUNTY ASSOCIATION MEETS

The Tolland County Manufacturers Association held its annual meeting on November 9 at the Hartford Club. Percy Ainsworth of the Hockanum Mills was elected president for the ensuing year, succeeding R. Leland Keeney of the Somersville Manufacturing Company of Somersville, and Francis S. Luce of the Cyril Johnson Woolen Company of Stafford Springs was elected vice-president. Mr. Luce, as vice-president, will act as key man to tie in the activities of the county group with the American Woolen & Worsted Association of which Senator Keeney is president.

#### TO MAKE AUTO SIGNALS IN WINSTED

The factory formerly operated by the Carter and Hakes Company of Winsted has been pur-

chased by the American Auto Safety Signal Company. The company, of which Charles S. Batlouny is president, treasurer and general manager, will manufacture a stop signal which signals with a mechanical hand and a "slow" and "stop" sign from the rear of the car.

#### QUIDNICK-WINDHAM PROPERTIES SOLD

The mill properties of the Quidnick-Windham Company of Quidnick, Rhode Island and Willimantic, Connecticut, were recently sold at auction. The Willimantic mills are among the oldest, if not the oldest, in Connecticut, the first one having been built in 1790 and the second one in 1828. The third was built at a later date.

The new owners, four Willimantic men, have stated that their purchase was not for speculative purposes but to keep the property in Willimantic hands. The property has one of the finest water powers in the state, with 862,000,000 feet of water available.

#### FACTORY CAMERA CLUB

The Camera Club of Yale & Towne Manufacturing Company of Stamford has held an exhibit in which over one thousand photographs were hung. Prizes were awarded and a special booth was kept open during the show where amateurs were assisted in their work.

#### TO HAVE CHARGE OF OCCUPATIONAL DISEASE WORK IN CONNECTICUT

Dr. Stanley H. Osborn, Commissioner of Health for the State of Connecticut, has announced the appointment of Dr. Albert Gray of the United States Public Health Service as Chief of Division of Occupational Diseases of the State Health Department. Dr. Gray will assume his duties on or about the first of the year.

#### HAWLEY HEADS BRIDGEPORT MANUFACTURERS ASSOCIATION

At the annual meeting of the Bridgeport Manufacturers Association held recently in that city, George S. Hawley of the Bridgeport Gas Light Company was reelected president. Other officers elected were Sumner Simpson, of the Raybestos Company, first vice-president; A. N. Bodine of the Dictaphone Company, second vice-president and Dwight C. Wheeler of the Acme Shear Company, treasurer.

---

*Ask not for tasks equal to your powers; but for powers equal to your tasks.*

## A Four-Hundred Foot Spring

*Pictures Taken at the Wallace Barnes Company, Bristol, Showing the Making of a Spring That Took One Mile of Wire*



*P*ictured at the left is this four-hundred foot spring, coiling snake-like from the machine. Nearly a mile of straight wire was used before this giant spring was completed.



*A*t the right are shown operatives twisting the big spring to keep it from buckling. Notice how tenderly they are handling it.



*I*t was necessary to run this spring out of a third story window and down through the factory yard while it was being made. These workers are ready to pack it for shipment.

## Industrial Relations

### Open Shop Coal Mining Protected by Injunction

**H**INDERING the production of a commodity which goes into interstate commerce appears under certain conditions to be as valid a subject of injunction under the so-called anti-trust acts as a *concerted boycott of a commodity*, according to recent Federal Court decisions enjoining obstructive union tactics directed against the Pittsburgh Terminal Coal Company of Pennsylvania and the Clarkson Mine Company of Ohio. In these cases the United Mine Workers of America have received a serious set-back in their attempts to force unionization of the bituminous fields.

The Pittsburgh Terminal Coal Company operates non-union bituminous mines in western Pennsylvania. Their daily output averages about 17,000 tons, of which nearly three-fourths goes to out-of-state markets. In April the campaign to force the closed shop in this field took a particular turn against this company when, although there was no dispute between the company and its employees at the time, union miners on the job were called off. The strikers then refused to vacate company tenements and the union aided them by prosecuting appeals from judgments rendered against them. Moreover, the employees who had remained loyal were subjected to intimidation and violence.

Union counsel opposed the injunction on the ground that coal mining is not interstate commerce, that interference with purely local operations of coal mining is not interference with interstate commerce, and that the complaint failed to show acts of interference constituting a conspiracy. The answer of the Court in granting the injunction is significant:

"In the present case, the general scheme, we think, is properly and adequately set out; namely, it is a conspiracy to interfere with the interstate marketing of coal produced in non-union mines by means of strikes, force, and intimidation at the point of production; and that this is all undertaken with the intent and purpose to prevent coal mined at non-union mines from finding its way into interstate commerce; but where there are no averments in the bill of the intention to interfere with interstate commerce, yet such an intention might be inferred as the necessary and direct result of the preventing of such enormous quantity of coal from going into interstate commerce through the stoppage of such production."

The Clarkson Coal Mining Company and the other plaintiffs who did not renew the Jacksonville agreement are located in the southeastern Ohio fields. In July union agents established picket lines in the vicinity of their mines and patrolled the highways in that district in crowds of from 75 to 300. Various acts of intimidation and violence were committed, all of which hampered their operations.

The companies asked for relief and an unusually broad and exhaustive injunction issued. Among other things the unions are enjoined from interfering in any way with the carrying on of the business of the plaintiffs, from damaging their plants or properties, and from trespass or acts of violence and intimidation. Only American citizens are allowed to picket, and even then they must be posted by roster. Moreover, they are limited as to number, and as to the location of their posts.

Although earlier cases looked toward interference with production as a subject for injunctive relief, these cases carry the principle forward somewhat. Certainly they bring out in strong relief the value of the Sherman and Clayton Acts as safeguards of industrial liberty. Following so closely upon the decision of the United States Supreme Court in the Bedford Stone case, they are a comforting assurance that no individual or group of individuals can interfere with the rights of others to the extent of stopping the flow of a commodity into interstate commerce, even though the operations with which they directly interfere are not of themselves actually interstate commerce.

The cases are especially significant coming as they do at a time when Congress will probably be approached shortly for the repeal of the so-called anti-trust acts. Manufacturers have sometimes become impatient with the trade restraints imposed by these acts and with the memory of these restraints fresh in their minds they are apt to view their repeal with complacency. The recent decisions, however, have shown what a bulwark they are against the obstructive tactics and the extravagant excesses of restless troublemakers. Yeoman Williams of the League for Industrial Rights states that the repeal of these acts "sounds the death knell of the open shop," so industrialists may well hesitate before endorsing a program of repeal.



## NEW LONDON AND THE TRANS-ATLANTIC SERVICE

(Continued from page 6)

seeing citizens, who, in some cases, were building for the future rather than for their own day, that the building of the \$1,000,000 state pier became an accomplished fact. The present lessees of the pier, the Connecticut Terminal Company, have announced their willingness to welcome the proposed steamship line and to furnish all necessary terminal facilities at a cost less than would have to be paid at New York. There are particularly desirable features about the New London harbor and channel also, which will unquestionably carry much weight in the final determination of the western terminus. From Southwest Ledge to the pier is a distance of only three miles. Of this distance, the dredged channel extends for one and one-half miles, the balance being a natural channel averaging a depth of 35 feet or over. This comparatively short channel distance to be traversed and the fact that it is practically straight, means a great saving in time over most harbor entrances and for a fast service such as is contemplated are factors of great importance. The only dredging that would be required is for a turning basin and that is a comparatively simple operation. The harbor is well lighted and has no ice conditions which would in any way delay navigation. The fact that the United States Government has located its largest submarine base three miles up the Thames River is indicative that conditions there are satisfactory.

The railroad connections with the pier are modern and of the best and adaptable to any new requirements. With New London on the main line of the New York, New Haven and Hartford Railroad, the convenience of through train service from the south and west as well as from northern New England is another favorable factor of importance, as of course is New London's nearness to New York City.

## INDUSTRIAL ALCOHOL REGULATIONS

The Treasury Department has issued new regulations covering its policy of more arbitrary control of the amount of industrial alcohol manufactured annually, as recently announced by Prohibition Commissioner James M. Doran. A provision is included in the regulations to the effect that after operations have been conducted for a time under a limited permit, a correction of the quantity of alcohol authorized may be made provided the industry

in question proves its case to the satisfaction of the Commissioner.

## COST OF THE BRITISH COAL STRIKE

The British coal strike is estimated by the Board of Trade to have cost Great Britain \$1,250,000,000, or an amount nearly equal to one-third of the latter's debt to the U. S.

## AUSTRALIAN DUTIES HIGHER ON AMERICAN PRODUCTS

Australia has increased its tariff rates on American goods, effective November 21. In addition to increases in agricultural rates, the rates on automobiles are entirely made over and changes in iron sheets and plates, pipes and joints of non-malleable cast iron, wrought iron pipe, iron structures, sheet iron ware, pneumatic tools, and other products are included.

## BUSINESS OPPORTUNITIES

1. A manufacturer desires a partner who will take full charge of his business, releasing the owner for selling end of business. He desires someone who can invest \$25,000 to \$50,000.
2. A machinery concern established over 50 years wishes to add to its present line a business having sales of from \$50,000 to \$100,000 per year. The company must be in good active condition and with future prospects.
3. Owner of patents on a gasoline gage for automobiles, is looking for concern to manufacture and market this product. Construction is simple, requiring steel stamped box containing diaphragm bellows, connecting cable and dash indicator. Working model has undergone long tests and is covered by two patents with another pending. This would apparently be a desirable accessory for someone in the automotive equipment business. Full information will be supplied by the Association.

## FOR THE NEW YEAR

Give a little,  
Live a little,  
Try a little mirth;  
Sing a little,  
Bring a little,  
Happiness to earth.  
Pray a little,  
Play a little,  
Be a little glad;  
Rest a little,  
Jest a little  
If the heart is sad.  
Spend a little,  
Send a little  
To another's door;  
Give a little,  
Live a little,  
Love a little more.

## MANUFACTURING AS A PROFESSION

*(Continued from page 13)*

that the dangers are great, so the opportunities are great for the wise use of them. As time goes on and as the professional ethics are gradually more clearly crystallized, some of the dangers will be eliminated and some of the injuries will be minimized.

The vital question is, "Has manufacturing a purpose which will ultimately cleanse it as other professions are being cleansed? Can it ever inspire high idealism, and are there examples in this field in growing numbers of those who have realized these ideals?" In the minds at least of those who know the work there can be only the affirmative answer.

I am, however, faced with a difficulty in defining the character of the purpose which inspires the manufacturer. Men may forego great material rewards for the sake of spiritual rewards, a grateful response from those whom they have served, and a satisfaction in an activity for which they believe they are especially fitted. The second motive may truly belong to the manufacturers, but not the first, and in the absence of it there is one handicap to the development of a professional spirit. Manufacturing devotes itself to organizing and developing creative energies in men. It may see these powers of creation and production multiply indefinitely, but it almost never receives the grateful recognition of acknowledgment from the public for whom the labor has been performed, or from the laborer whose work has been made more effective. They cannot free themselves from the thought of a profit at their expense. Hence they cannot extend the kind of reward that a pupil sometimes gives to his teacher or the sufferer to his doctor.

The consciousness of work well done, or of work serving a high purpose, and consciousness of the ability to do it, must after all be the greatest spurs to the ambition of those laboring for ideal ends. The recognition of grateful pupils is said by teachers to be as "unsartin" as it is stimulating, and can rarely come to the manufacturer. The recognition of his

fellows might be still more stimulating. When he receives recognition for his achievement from past masters in his work it would seem as if his aim was most justly nurtured, especially when this recognition comes from those with whom he has been in generous competition. But even if the manufacturer has missed these rewards, the sense of a purpose in his calling must have shown him the possibilities of the vistas ahead. Society at large is *his* work; labor is *his* assistant as well as his great opportunity; and capital is *his* tool. No training can be too broad, no vision too well proportioned to enable him to make any just and permanent contribution to his calling.

He may be, and generally is, surrounded by all manner of immediately compelling tasks which have to be done in an exact routine. He may find himself but a mere cog in a great machine which seems to be relentlessly driving him on without much reason or direction. All sorts of human demands are pulling his energies in separate ways. He is clearly conscious from his first beginnings that economic forces, social influences, racial traditions, material energies, and spiritual powers are battling in the minds of human beings to find a common ground on which they may work together. He seeks for the powers and resources that will seem to bring industry into a common purpose. He must come to find that no knowledge weakly rooted or loosely held will help him on his way. Seeking for exactness, he yearns for the breadth of experience that will have balanced and tried all of the factors in an ever shifting and changing problem.

This would not imply that the problem of the industrial organization of society is his exclusive one. All of the professions are seriously and earnestly making their peculiar contribution to it. But if this problem of labor and capital is to be kept working towards some basis of higher cooperation; if the discordant elements in society are to be practically brought into a more effective whole, so that we can all produce more, all enjoy more, and all profit more in life, who in the ideal future will be better prepared to make a larger contribution than the manufacturer?

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## Electric Heating Conference at Yale

UNDER the auspices of the Electrical Engineering Department of Yale, in co-operation with the Research Committee of the Manufacturers Association of Connecticut, a one-day conference on electrical heat treating was held in New Haven on November 30. Addresses were given by men who are national authorities in their lines, including Professors Scott, Hall and Mathewson of the Yale faculty; Wirt S. Scott from the Westinghouse Electric & Manufacturing Company of Mansfield, Ohio; C. L. Ipsen, chief engineer of the George J. Hagon Company, Pittsburgh; H. E. Martin, assistant metallurgist at Dodge Brothers; John J. Harmon, research engineer of Wadsworth Company, Boston, and A. H. D'Arcambal, consulting metallurgist of Pratt and Whitney, Hartford.

The evening session was opened by President Hubbard of the State Association, following a dinner at the Lawn Club and during the evening a film was shown which cost over \$7,000 to produce and which pictured the uses of electric heating in industry as employed at the Ford, Dodge Brothers and Nash factories.

The meeting, which was widely advertised, was attended by about 250 representatives of industry and the hope has been expressed that other and similar sessions may be held at which other forms of heat treating may be discussed as well as matters of general engineering interest.

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HARTFORD, CONN.

Eighty Years of Paper Service

## M.A.C.'s Views on Current News

Headline — "Woman Professor Knows 89 Languages." Boy, how would you like to be married to that!

\* \* \*

Found, at last, a way to avoid dish-washing — fly to Europe with somebody else's husband and send your own to Panama.

\* \* \*

An English newspaper heads a story, "Two Pounds Fine for Kissing." We like 'em heavier.

\* \* \*

Headline — "President Coolidge Spends Quiet Thanksgiving." Silent Cal again.

\* \* \*

Headline — "Mayor Thompson Leaves for Europe." He's probably headed for England to jerk George right off the throne.

\* \* \*

Headline — "Geraldine Farrar Trips on Dress." She must have had to kick her heels pretty high.

\* \* \*

The humorist scoop goes to Will Rogers. He has seen Henry Ford's new car and has made the first wise-crack on it.

\* \* \*

"Two Hundred Yale Boys Working Way Through College," says a headline. That leaves 9,999 fathers who are working their sons' way through college.

\* \* \*

Headline — "Man's Liver Bursts." What is that, an organ recital?

\* \* \*

We at last know why America has few great prima donnas. American women simply won't let themselves get fat.

\* \* \*

Paul Whiteman has gone on a diet. Audiences are beginning to complain that they cannot see the players.



## Transportation

### REDUCTIONS SOUGHT FOR IN U. S. MAIL RATES

In behalf of the Postmaster General the Attorney General of the United States has filed with the Interstate Commerce Commission a brief in the Railway Mail Pay Case, Docket No. 9200. In this case the railroads are seeking an increase in the rate for carrying mail and the Post Office Department is seeking a reduction. Briefs for the Department contend that the railroads are already receiving an excessive return for the service.

### SOUTHERN CLASSIFICATION HEARINGS

Beginning Monday, November 7, the Southern Classification Committee held hearings at the McAlpin Hotel, New York, on its proposal to change the classification ratings of over 1800 commodities. The express purpose of the changes was to bring about uniformity as among Official, Southern and Western Classifications and to eliminate certain Fourth Section violations. The Association was represented by attorney and by approximately thirty witnesses.

This proposal assumes particular importance in view of the fact that many increases are proposed in the various class rate cases now before the Commission and in the report of Commissioner Eastman in re I. C. C. Docket No. 13494. The Transportation Department of the Association is of the opinion that there should be a postponement of consideration of changes in Official Classification until the Commission has rendered decision in a number of the outstanding rate cases now before it.

### SOUTHERN CLASS RATES

Charles Barham, chairman of the Southern Freight Association, has sent the following to interested shippers and receivers:

"As has been outlined in various public notices before given, the lines in southern territory, parties to the general revision included in Docket 13494, are endeavoring to approach with deliberation the matter of cancelling in whole or in part the existing less than carload commodity rates.

"A number of hearings have been held and others are scheduled. In addition, a general understanding has now been reached with a committee representing the Southern Traffic League, and a memorandum is enclosed which contains it.

"This letter is written all concerned of rec-

ord here that no failure may occur in giving complete public notice, and particularly as it is known that many of those writing direct are not members of the league and may for that reason otherwise be overlooked.

"The Fourth Section Advisory Committee, in whose hands the subject matter remains, renews its invitation for the public hearing of any item of interest to the public.

"Your attention is particularly called to the committee's desire that requests for such hearings, including the list of commodities to be heard, shall reach us not later than December 1, with the understanding the hearings will continue, as may be necessary, until February 1, 1928."

Interested members may receive further information by applying to the Association's headquarters.

### MEETING OF TRAFFIC COMMITTEE

The Traffic Committee meeting of the Association was held at the Hotel Stratfield at Bridgeport on November 21. The Executive meeting convened at 10 a. m., and the Joint session convened as usual at 12:30 p. m. Those in attendance from the New York, New Haven & Hartford Railroad Company were: General Manager J. A. Droege, Freight Traffic Manager G. M. Wood, Superintendent of Freight Transportation G. G. Butler, Manager of Transportation J. O. Halliday. Mr. A. C. Neal, Superintendent of Transportation, Mr. W. M. Edson, Superintendent of the American Railway Express Company and Mr. J. M. Hamilton, General Traffic Manager of The Connecticut Company, were also present. President Hubbard and Vice-President Goss of the Association also attended and presented their ideas in connection with the proposed reorganization of the Transportation Department of the Association.

### NEW ENGLAND DEMURRAGE COMMISSION

The Traffic Committee of the Association has for some months past conducted a study of the necessity for the particular form of report issued by Commissioner Thomason of the New England Demurrage Commission. Certain of the New England railroads have contended that certain sections of the report which is issued at the present time were of little use to shipper or carrier. The New England Demurrage Commission contends that its present report meets a distinct need.



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and  
BITUMINOUS*

☪  
*Genuine  
Navy Standard*

☪  
*New River  
Smokeless*

☪  
*"Blackthorn"  
Pennsylvania  
Bituminous*

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"A coal mine in Connecticut." For the user who was unable to get his order in early as well as for the everyday or emergency needs of the big coal users, that has a comforting sound. Here in Connecticut at the T. A. D. Jones & Co. yards there are facilities for storing 200,000 tons of coal. From these enormous reserves, coupled with unexcelled shipping and loading facilities, demands of from one to forty cars a day are being met and at prices that are eminently satisfactory.

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## Sales Exchange

*In this department members may list without charge any new or used equipment or supplies. All copy must be in the hands of the editor by the fifteenth day of the month preceding publication.*

### FOR SALE

#### Check Writer

One Safeguard check writer, model W, serial No. 175080, in very good condition.

#### Cashier Machine

One Brandt automatic cashier machine for cash payrolls. Perfect condition.  
Address S. E. 176.

### WANTED TO BUY

#### Motor

A used 10 H. P. Fairbanks-Morse ball bearing motor, A. C., 3 phase, 60 cycle, 440 volt, 3,600 R. P. M. Please state condition and price in replying.

#### Motor

One 50 horse power, 220 volt, 3 phase, 60 cycle A. C. motor. Has speed of 1800 R. P. M. Must be in A-1 condition.

Address S. E. 175.

### FACTORY SPACE

23. FOR SALE. Factory at Plainville. Main factory building of three story modern brick construction containing 23,000 sq. ft. Modern brick storage building, modern frame storage building. Two acres of land, water power and high tension power hook-up. Will be sold as a going concern or as factory and machinery. Photograph in this office.

## Employment Service

*This department is open to members free of charge. All copy must be in the hands of the editor by the fifteenth day of the month preceding publication.*

**PRODUCTION ENGINEER**—Age 40. Married. Experience covers tool room foreman, assistant superintendent, assistant manufacturing engineer, supervisor of control and at present production engineer. Curtailment of manufacturing in present connection makes change imperative. Address P. W. 289.

**MASTER MECHANIC OR CHIEF ENGINEER**—Age 45. American. Twenty years' experience in industrial engineering. Available at once. Address P. W. 290.

**EMPLOYMENT MANAGER**—Man who has been doing welfare and employment work as well as handling pay roll desires connection with Connecticut concern in like capacity. Address P. W. 291.

**ADVERTISING**—Young Yale graduate with a little experience and anxious to become connected with Connecticut manufacturer in advertising or other line. Address P. W. 292.

**SALES MANAGER**—Age 28. Married. College graduate. Has had experience in selling to the jobber and manufacturer as well as direct selling. Also versed in sales promotion work, writing material and handling advertising. Address P. W. 293.

**ELECTRICAL ENGINEER**—Technical graduate. Experienced in layout, drafting and electrical maintenance work. Address P. W. 294.

**ELECTRICAL ENGINEER**—Age 34. Married. Yale Sheffield graduate. Capable of taking charge of engineering work for public utility or industrial concern. Experience covers technical engineering including research and mechanical engineering in charge of power house operations, design and construction. Address P. W. 295.

**FOREIGN TRADE EXPERT**—Many years' experience in export work here and abroad. Speaks French and German. Also trained as accountant. Competent to organize export department and manage foreign sales. Address P. W. 296.

**METALLURGIST AND SALES ENGINEER**—Age 38. Married. Harvard graduate. Valuable experience as metallurgist and research and sales engineer with reputable concerns. Address P. W. 297.

**SECRETARY**—Simmons graduate. Age 30. Single. Ten years' experience as assistant to general manager in sales, finance and personnel work. Unusual executive ability to handle matters outside the routine of secretarial duties. Address P. W. 298.

**EXECUTIVE AND SALESMAN**—American. Graduate of M. I. T. Has held positions of manager and treasurer of electric light company, assistant to the president of a railroad. Promoter and builder of electric railways. Address P. W. 299.

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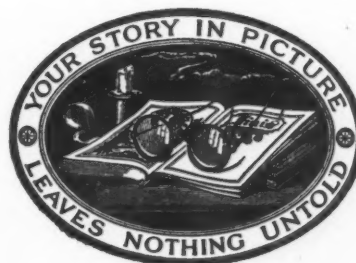
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CHICAGO—112 West Adams St. SAN FRANCISCO—Robert Dollar Bldg.  
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